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TEXAS NATIONAL GUARD:
UNIT CLIMATE SURVEY PILOT PROJECT

A. David Mangelsdorff, Ph.D., M.P.H.
Richard Bell, CW4

Consultation Report #88-004

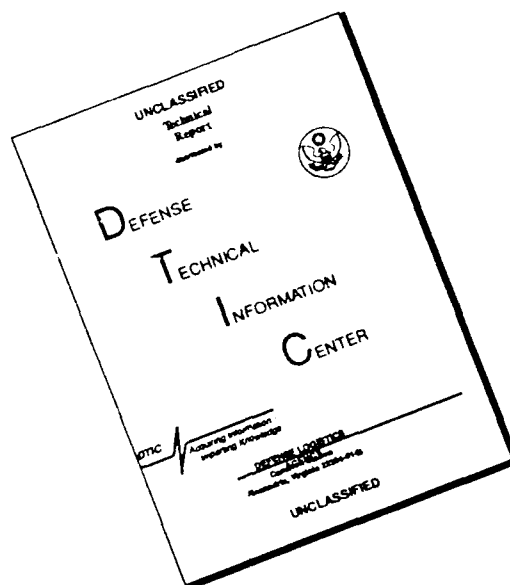
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Health Care Studies and Clinical Investigation Activity
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August, 1988

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TEXAS NATIONAL GUARD:
UNIT CLIMATE SURVEY PILOT PROJECT

Military history has demonstrated the importance of small unit cohesion in the ability of armies to fight and win. Shils and Janowitz (1948) analyzed the German Wehrmacht during World War II; they concluded that the success of the German Army was a function of the solidarity among the members of small groups of German soldiers. The social psychological reasons for continuing to fight in spite of being outnumbered by Allied forces were critical. Group solidarity enhanced unit resiliency in maintaining organizational structure under extremely stressful conditions. Squads and platoons with high positive identification, mutual support, and caring provided strong buffering forces for the individual soldiers.

In Vietnam, the American use of an individual personnel replacement policy, lack of close contact between soldiers, and lack of social support for the war effort may have contributed to the high incidence of drug abuse, desertions, fragging of officers, and general alienation felt by many of the soldiers who served in Vietnam (Renner, 1973; Savage and Gabriel, 1976). The lack of cohesive, bonded units in Vietnam served to isolate the soldiers even more.

The Israeli Defense Force (IDF) has been more successful in creating and maintaining primary group cohesion. Small unit leadership and cohesion are important in enhancing combat performance and in reducing combat stress casualties (Belenky, Tyner, and Sodetz, 1983). Cohesive military units have fewer combat stress casualties than less cohesive groups (Steiner and Neumann, 1978; Solomon, Mikulincer, and Hobfoll, 1986). Israeli soldiers who experienced combat stress reactions reported low unit morale, little trust in leaders, feelings of loneliness and isolation, and low confidence in their own military performance (Belenky, Tyner, and Sodetz, 1983).

The IDF has been quite concerned with morale and cohesion in combat units (Gal, 1986, 1987). Morale and cohesion surveys are routinely administered to determine whether an Israeli unit is deployable. Selected Israeli unit climate surveys have been translated into English and used with United States forces in different versions as The Unit Questionnaire for Soldiers and Junior Leaders (Gal, 1983) and the Combat Readiness Morale Questionnaire (Gal and Manning, 1985). An English version has been used with United States forces (an armored cavalry squadron in Europe and a sister armored cavalry unit in the continental US) and compared with IDF units. Factor analysis of the Combat Readiness Morale Questionnaire items showed factors for leadership, confidence in commanders, and morale. Comparisons between the United States and IDF units (Gal and Manning, 1985) suggested that unit morale among U.S. troops was more closely associated with technical aspects of the unit (condition of weapons and perceived combat readiness), while among the IDF units morale was associated with more human aspects (cohesion, relationships, and confidence in commanders). Another version of the surveys called the Unit Cohesion and Morale scale (Marlowe, Furukawa, Griffith, et al., 1985) has been administered as part of the Walter Reed Army Institute of Research field evaluation of the New Manning System. In spite of the variations in the instruments, certain common core items and themes are retained in the surveys. MacDonough (1985) used selected unit climate surveys (Gal, 1983; Moos, 1985) to assess the morale of soldiers at Fort Riley as well.

The purpose of this project was to examine the morale and cohesion of soldiers in a National Guard unit. Several Texas National Guard units were selected because of their readiness mission and availability for participation.

METHOD

Subjects.

As part of the ongoing collaborative study efforts to assess unit climate in active duty, reserve, and National Guard units, a pilot project was conducted with personnel from the Texas National Guard. Members of the 49th Armor Division 149th Attack Helicopter Battalion (AHB) and the 36th Aviation company participated during their training exercises.

Procedure.

Unit climate surveys containing two modified scales (Gal, 1983; MacDonough, 1985) were provided to training officers of the Texas National Guard units. The original items were rewritten to reflect "unit" concerns (for example, a question that asked "the morale in your company" was changed to "the morale in your unit.") Surveys were administered to the soldiers during their training in the fall of 1987 and collected by the training officers. Survey responses were received from 90 subjects. The sample was one of convenience for the project.

Analyses were performed for each of the two scales (see Appendix A for survey instruments and Appendix B for item mean scores); descriptive statistics were calculated for all items for each unit. In Scale 1, Likert scales from 1 to 5 were used. In Scale 2, responses were scored as "true" = 1, "false" = 0. Analyses of variance and chi squares were made for comparisons between the two units (149th [AHB] and 36th Aviation company). Descriptive results were grouped by unit. Since the sample was so small, factor analyses were not performed on the scale items. A correlation matrix of selected items was calculated.

RESULTS

Within Units.

The 149th reports a moderate level of unit morale and is highly confident about the unit's major weapon and/or equipment systems, with soldiers confident about their own abilities. Soldiers in the 149th are concerned about their unit's low readiness for combat; there was a lack of familiarity with general defense plans and expected missions. The troops report moderate confidence in their unit leaders and peers. Soldiers are not particularly worried about going into combat; the probability of combat occurring is low. The unit is perceived as moderately disorganized.

The 36th has moderately high morale, and is highly confident about the unit's major weapon and/or equipment systems, with moderately high unit togetherness and cohesion. There are very good relations between officers and enlisted personnel. The soldiers are confident of their own abilities. Soldiers are moderately ready for combat; there was a lack of familiarity with general defense plans. The troops are not worried about combat. Their personal morale is high. The unit is perceived as having an average level of organization.

Comparisons Between Units.

Chi square statistics were calculated for the demographic comparisons. There were significant differences between the units for age ($p < .0002$), years of service ($p < .0002$), and time with current unit ($p = .0018$). Tables 3 through 4 depict the demographic comparisons. The 36th had significantly more officers, fewer soldiers with less than five years of service, and fewer soldiers who had been with the unit for less than 12 months. Analyses were conducted for only enlisted responses as well as for all respondents. Analysis of variance (ANOVA) comparisons were made between mean scores for each item between the two units. There were significant differences for a number of items (see Table 5). The magnitude of the responses for selected items was a concern; the particular items are summarized in Table 6.

Correlation Matrix of Selected Items.

Selected items were entered into a correlation matrix to determine how scores inter-relate. The results for all the respondents are seen in Table 7. The correlation between items assessing the same (or similar concepts) can be used to examine content validity.

DISCUSSION

The comparisons of the demographics of the units revealed there were significant differences between the 149th and the 36th. The 36th had significantly more officers, fewer soldiers with less than five years of service, and fewer soldiers who had been with the unit for less than 12 months. In analyzing the demographics after eliminating the officers, the 36th had significantly more soldiers with several years in service and more soldiers with lower levels of education.

In examining the pattern of responses to the Unit Climate Surveys, we perceived the 36th as having significantly higher unit morale, unit readiness for combat, unit togetherness, and unit cohesion than the 149th. The members of the 36th perceived they had become more capable of accomplishing their soldier skills and know what to do. There was more perceived stability in the 36th.

The correlation of comparable items within and between Scale 1 and Scale 2 demonstrated the internal consistency of the concepts ("unit morale" 1-Q1 with 2-Q85 $r = .744$; 1-Q1 with 1-Q13 $r = .508$; 1-Q1 with 1-Q14 $r = .455$), ("unit togetherness" and "unit cohesion" 1-Q13 with 1-Q14 $r = .547$; 1-Q13 with 2-Q75 $r = .367$; 1-Q14 with 2-Q47 $r = .400$; 1-Q13 with 2-Q85 $r = .627$; 1-Q14 with 2-Q85 $r = .496$). The significant correlations between "unit morale," "unit togetherness," and "relations with officers" replicated the findings reported by Gal and Manning (1935) with CONUS, USAREUR, and IDF samples. The Texas National Guard units appear to have attitudes toward unit morale and cohesion similar to those reported in active duty samples.

Issues to be concerned about were derived from the magnitude of the responses to selected items and from the comments offered. There were a significant number of comments from the soldiers in the 149th addressing the lack of test equipment to maintain the aircraft, the need for more combat training, the lack of morale of unit members, and the need for the senior NCOs and officers to be more concerned about their troops. Items 1-Q2 "unit's readiness for combat," 1-Q8D "familiarity with unit's general defense plan expected missions," 2-Q85 "morale in unit," 2-Q86 "organization/disorganization in unit" indicated some doubts about the 149th being ready for combat. In both the 149th and the 36th, the soldiers did not talk much about their worries or worry about going into combat. There appear to be some distinct differences between the two units in terms of how the organizations are run and how well the troops communicate with their leaders.

Providing the necessary test equipment to maintain the aircraft and training with the equipment may help to increase the morale of the 149th. Adequate planning and preparation for training exercises and summer camp will enhance the readiness of these Texas National Guard units.

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Table 1
Comparisons Between Units: Rank of Respondents

RANK	UNIT	
	149th	36th
E1 - E5	54	8
E6 - E9	7	2
Officers	0	7
missing	11	1

$$\chi^2 = 31.00, df = 3, p < .0001$$

Distribution Without Officers:

RANK	UNIT	
	149th	36th
E1 - E5	54	8
E6 - E9	7	2
missing	11	1

$$\chi^2 = 0.88, df = 2, p = ns$$

Table 2

Comparisons Between Units: Years of Service

YEARS OF SERVICE	UNIT	
	149th	36th
1-4 years	26	0
5-9 years	18	2
10-19 years	14	12
20+ years	4	3
missing	10	1

$$\chi^2 = 21.96, df = 4, p < .0002$$

Distribution Without Officers:

YEARS OF SERVICE	UNIT	
	149th	36th
1-4 years	26	0
5-9 years	18	2
10-19 years	14	7
20+ years	4	1
missing	10	1

$$\chi^2 = 11.88, df = 4, p < .018$$

Table 3

Comparisons Between Units: Time With Current Unit

TIME WITH CURRENT UNIT	UNIT	
	149th	36th
1 - 12 months	35	2
13 - 24 months	8	4
25+ months	11	7
missing	18	5

$$\chi^2 = 10.31, df = 3, p < .016$$

Distribution Without Officers:

TIME WITH CURRENT UNIT	UNIT	
	149th	36th
1 - 12 months	36	1
13 - 24 months	8	3
25+ months	11	4
missing	18	3

$$\chi^2 = 7.68, df = 3, p = ns$$

Table 4

Comparisons Between Units: Level of Education

LEVEL OF EDUCATION	UNIT	
	149th	36th
High School	30	11
College	38	6
missing	4	1

$$\chi^2 = 2.30, df = 2, p = ns$$

Distribution Without Officers:

LEVEL OF EDUCATION	UNIT	
	149th	36th
High School	30	10
College	38	1
missing	4	0

$$\chi^2 = 9.28, df = 2, p = .009$$

Table 5

Comparisons Between Units: ANOVAs for Selected Items
For All Respondents and For EM Only
(significance level = p)

Items from Scale 1:	ANOVAs between Units:	
	All respondents	EM only
	p	p
1-Q1 Level of morale in unit	.025	.012
1-Q2 Unit's readiness for combat	.024	.028
1-Q8D Familiar w unit gen def plan expctd missns	.016	ns
1-Q11a Rate self as a soldier	ns	.008
1-Q13 Unit togetherness member relationships	.002	.0065
1-Q14 Officer-men relations	.028	ns
1-Q18 How often leaders talk about war time issues	.012	.013

Items from Scale 2:	ANOVAs between Units:	
	All respondents	EM only
	p	p
2-Q1 NCOs not harsh when give orders	ns	.019
2-Q2 Hard to get EMs together off duty	.001	.040
2-Q6 Lots of interesting things go on in unit	.030	ns
2-Q7 EM never know when officer ask to see them	.001	.009
2-Q9 More effective EM help the less effective	ns	.0017
2-Q10 Skills being learned will help EM	.037	ns
2-Q14 EM know when commander will inspect unit	.046	ns
2-Q20 EM proud of unit	.007	ns
2-Q21 EM gripe a lot in unit	.0001	.003
2-Q30 Men seem bored most of time	.001	.013
2-Q38 This is a very well organized unit	.029	.014
2-Q47 EM often do things together during off duty	.0005	.0001
2-Q48 Nobody ever volunteers around here	ns	.044
2-Q51 There is very little sharing of things	.008	.024
2-Q55 Men feel more capable now than when entered	.003	.021
2-Q56 EM are expected to take leadership in unit	.016	ns
2-Q57 EM tend to hide feelings from NCOs	.018	.040
2-Q60 Obeying rules seems more important than work	.016	ns
2-Q63 EM don't do anything unless ordered	.028	.024
2-Q68 NCOs and officers set the example for neatness	.026	ns
2-Q69 Not safe for EM to discuss personal problems	.022	ns
2-Q73 EM encouraged to think and act for themselves	.018	ns
2-Q75 EM care about each other	.019	.044
2-Q76 NCOs encourage EM to talk about work problems	.004	ns
2-Q78 Men ridiculed in front of others	.003	.023
2-Q83 EM individual talents are recognized	.039	ns
2-Q85 Morale in unit	.0014	.020

Table 6

Magnitude of Response to Selected Items

Items in Scale 1 which had a mean response of 3.1 or greater ["a little low" (4) to "moderate" (3) categories] or in Scale 2 which had mean responses of $\leq .1$ or $\geq .9$ ["yes" = 1 and "no" = 0] follow:

Scale 1 Content	Mean Score	
	UNIT	
	149	36
1-Q1 Level of morale in unit	3.0	2.5
1-Q2 Unit's readiness for combat	3.5	2.9
1-Q8A Familiar w unit gen def plan terrain	3.6	3.2
1-Q8B Familiar w unit gen def plan loc friendly	3.7	3.4
1-Q8C Familiar w unit gen def plan loc enemy	3.8	3.4
1-Q8D Familiar w unit gen def plan expctd missns	3.6	2.8
1-Q9 Confidence in unit's self defense weapons	3.4	3.1
1-Q0 Confidence in unit's major equipment system	2.8	3.0
1-Q5 Probability unit be in combat next year	3.8	3.6
1-Q6 Worry about going into combat	3.5	3.5
1-Q7 How often soldiers talk about worries	3.7	3.6
1-Q8 How often leaders talk about war time issues	3.7	3.2
Scale 2 Content	149	36
2-Q2 Hard to get EMs together off duty	.5	.1
2-Q4 EMs do not talk about past	.4	.1
2-Q21 EM gripe a lot in unit	.1	.6
2-Q30 Men seem bored most of time	.5	.1
2-Q31 NCOs and officers argue on how to run unit	.4	.1
2-Q36 EM can talk freely with NCOs	.7	.9
2-Q41 There is frequent turnover NCOs and officers	.2	.1
2-Q48 Nobody ever volunteers around here	.4	.1
2-Q51 There is very little sharing of things	.4	.1
2-Q54 EM never know when they will be transferred	.3	.1
2-Q55 Men feel more capable now than when entered	.6	1.0
2-Q57 EM tend to hide feelings from NCOs	.5	.1
2-Q60 Obeying rules seems more important than work	.4	.1
2-Q62 The day room is often messy	.2	.1
2-Q63 EM don't do anything unless ordered	.4	.1
2-Q67 Takes long time for EM to get to know others	.3	.1
2-Q69 Not safe for EM to discuss personal problems	.4	.1
2-Q70 EM try to improve and learn	.7	.9
2-Q73 EM encouraged to think and act for themselves	.6	.9
2-Q78 Men ridiculed in front of others	.3	.0
2-Q81 NCOs get chewed out in front of men	.1	.0
2-Q85 Morale in unit	4.0	2.8 *
2-Q86 Organization/disorganization in unit	4.6	3.9 **

Notes: * "high morale" = 2 "moderately high morale" = 3 "average morale" = 4

** "high level of organization" = 2 "moderately well organized" = 3
"average level of organization" = 4 "moderately disorganized" = 5

Table 7

Correlation Matrix of Selected Items
All Respondents (n=90)

	1-Q1	1-Q2	1-Q13	1-Q14	1-Q21	2-Q2	2-Q38	2-Q47	2-Q56	2-Q73
1-Q1										
1-Q2	564									
1-Q13	508	489								
1-Q14	455	300	547							
1-Q21	383	302	318	366						
2-Q2	163	039	166	200	258					
2-Q38	-428	-436	-450	-309	-193	-167				
2-Q47	-263	-263	-254	-400	-194	-273	346			
2-Q56	-412	-342	-268	-443	-086	-235	391	080		
2-Q73	-450	-352	-206	-294	-225	-178	274	334	391	
2-Q75	-248	-240	-367	-248	-046	-269	295	291	372	283
2-Q76	-410	-256	-266	-378	-210	-295	408	170	442	378
2-Q85	744	628	627	496	443	220	-485	-289	-434	-414
2-Q86	591	631	527	500	404	185	-544	-337	-555	-397

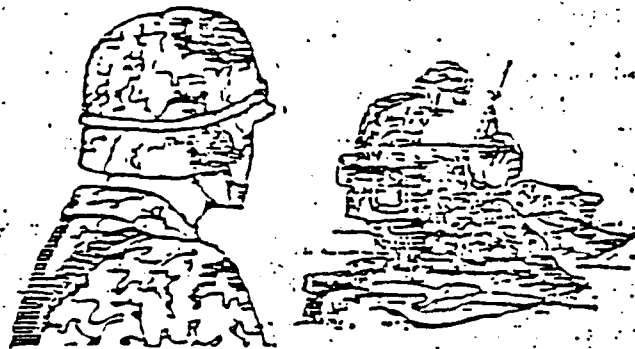
2-Q75 2-Q76 2-Q85

1-Q1			
1-Q2			
1-Q13			
1-Q14			
1-Q21			
2-Q2			
2-Q38			
2-Q47			
2-Q56			
2-Q73			
2-Q75			
2-Q76	446		
2-Q85	-322	-494	
2-Q86	-385	-461	746

Note: decimal points eliminated.

APPENDIX A
UNIT CLIMATE SURVEY INSTRUMENTS

UNIT CLIMATE SURVEY



UNIT CLIMATE SURVEY

The U.S. Army wants to know what soldiers think and how they feel about various subjects related to their service. ALL ANSWERS ARE CONSIDERED CONFIDENTIAL. Your individual responses will remain strictly confidential since they will be combined with those of many other people.

Please read each of the following questions and circle the number of the answer which best describes your thoughts and feelings. There are no right or wrong answers. Each of your opinions is important.

This questionnaire is meant to be anonymous, so please do not include your name.

Thank you for your cooperation!

- (1-3)
(4) 1
(5)
1. What is the level of morale in your unit?
 1. very high
 2. high
 3. moderate
 4. a little low
 5. low
 2. How would you describe your unit's readiness for combat? (6)
 1. very high
 2. high
 3. moderate
 4. a little low
 5. unprepared/not ready at all
 3. How would you describe the condition of your unit's major weapon or equipment systems (Tanks, APC's etc)? What kind of shape are they in? (7)
 1. very good
 2. good
 3. not so good
 4. poor/unworkable
 4. How would you describe your friends' readiness to fight, if and when it is necessary? (8)
 1. very high
 2. high
 3. moderate
 4. a little low
 5. very low/not ready at all
 5. In the event of combat - how would you describe your confidence in:

	very high	high	moderate	a little low	very low	
a. your unit commander	1	2	3	4	5	(9)
b. your unit leader	1	2	3	4	5	(10)
c. your crew/squad/team members	1	2	3	4	5	(11)
d. yourself	1	2	3	4	5	(12)
 6. How would you describe your confidence in the decisions of your higher chain of command?

	very high	high	moderate	a little low	very low	
a. your Division Commander	1	2	3	4	5	(13)
b. your Battalion Commander	1	2	3	4	5	(14)
c. your Brigade Commander	1	2	3	4	5	(15)
d. your Corps Commander	1	2	3	4	5	(16)
e. The Army General Staff	1	2	3	4	5	(17)
 7. How much of the time does your unit spend on useful training? (18)
 1. nearly all the time
 2. most of the time
 3. part of the time
 4. very little

8. How familiar are you usually with the general defense plan of your unit

	very fami- liar	fami- liar	moder- ately	not so fami- liar	not fami- liar at all	
a. Terrain	1	2	3	4	5	(19)
b. Location of Friendly Forces	1	2	3	4	5	(20)
c. Location of Enemy Forces	1	2	3	4	5	(21)
d. Expected missions	1	2	3	4	5	(22)

9. How much confidence do you have in your unit's self defense weapons? (23)

- | | |
|--------------|-----------------|
| 1. very high | 4. a little low |
| 2. high | 5. very low |
| 3. moderate | |

10. How much confidence do you have in your unit's major equipment system? (24)

- | | |
|--------------|-----------------|
| 1. very high | 4. a little low |
| 2. high | 5. very low |
| 3. moderate | |

11. How would you rate your own skills and abilities as a soldier (using your weapons, operating and maintaining your equipment, etc.)? (25)

- | | |
|--------------|-----------------|
| 1. very high | 4. a little low |
| 2. high | 5. very low |
| 3. moderate | |

11a In general, how would you rate yourself as a soldier? (26)

- | | |
|------------------|------------------|
| 1. excellent | 4. below average |
| 2. above average | 5. poor |
| 3. average | |

12. In general, how would you rate the Warsaw-Pact soldiers? (27)

- | | |
|------------------|------------------|
| 1. excellent | 4. below average |
| 2. above average | 5. poor |
| 3. average | |

13. How would you describe your unit togetherness in terms of the relationships among its members? (28)

- | | |
|--------------|-----------------|
| 1. very high | 4. a little low |
| 2. high | 5. very low |
| 3. moderate | |

14. The relationships between the officers and the men in your unit are: (29)

- | | |
|--------------|----------------|
| 1. very good | 3. not so good |
| 2. good | 4. poor |

15. In your opinion, what is the probability that your unit will be in combat during the next year? (30)
- | | |
|--------------|-------------|
| 1. very high | 4. low |
| 2. high | 5. very low |
| 3. moderate | |
16. To what extent do you worry about what might happen to you personally, if and when your unit goes into combat? (31)
- | | |
|-----------------|----------------|
| 1. very often | 4. hardly ever |
| 2. often | 5. never |
| 3. occasionally | |
17. How often do the soldiers talk to each other about these worries? (32)
- | | |
|-----------------|----------------|
| 1. very often | 4. hardly ever |
| 2. often | 5. never |
| 3. occasionally | |
18. How often do your leaders talk to their troops about possible war-time issues? (33)
- | | |
|-----------------|----------------|
| 1. very often | 4. hardly ever |
| 2. often | 5. never |
| 3. occasionally | |
19. How much stress do you typically undergo because of separation from family/spouse/friend due to field training? (34)
- | | |
|------------|-------------|
| 1. None | 4. Moderate |
| 2. Minimal | 5. Extreme |
| 3. Average | |
20. How much of a contribution do you feel you are making to the security of the United States by serving in the Army? (35)
- | | |
|----------------------------|-----------------------------|
| 1. very great contribution | 4. little contribution |
| 2. great contribution | 5. very little contribution |
| 3. sole contribution | |
21. What is the level of your personal morale? (36)
- | | |
|--------------|-----------------|
| 1. very high | 4. a little low |
| 2. high | 5. low |
| 3. moderate | |
22. If there is anything you would like to add with regard to the above subjects, please write it down. (Use the following space for additional comments). (37-8)

Background Information

Your unit _____ (40-1)
Battalion _____ (42-1)
Company _____ (44)
Platoon _____ (45)
Your MOS _____ (46-9)
Rank _____ (50-1)
Years in Service _____ (52-3)
Previous experience in combat: yes___ no___ (54)
if yes, number of months? _____ (55-6)
How many months have you been in your present unit? _____ (57-9)

Education (check highest level completed) (60)

8 yrs _____ GED _____
9-11 _____ 12-15 _____
12 (High School Diploma) _____ College Degree _____

Marital Status (check appropriate line) (61)

Single _____ Divorced/Separated _____
Married _____ Other (please specify) _____

If you are currently married, is this your first marriage? yes _____
no _____ (62)

Number of children (if applicable) _____ (63)

Your age at last birthday _____ (64-5)

INSTRUCTIONS: There are a number of statements that follow. They are statements about military units. You are to decide which statements are true of your unit and which are not.

True - Circle the T when you think the statement is True or mostly True of your unit

False - Circle the F when you think the statement is False or mostly False of your unit.

Please be sure to answer every statement.

(1-3)
(4) 2 *

- | | | | |
|---|---|---|------|
| T | F | 1. The NCOs are not harsh when they give orders. | (5) |
| T | F | 2. It's hard to get a group of EM together for card games or other off-duty activities. | (6) |
| T | F | 3. The unit gives passes easily. | (7) |
| T | F | 4. EM don't talk much about their past. | (8) |
| T | F | 5. EM put a lot of energy into what they do around here. | (9) |
| T | F | 6. A lot of interesting things go on in this unit. | (10) |
| T | F | 7. EM never know when an officer will ask to see them. | (11) |
| T | F | 8. EM tend to hide their feelings from one another. | (12) |
| T | F | 9. The more effective EM help the less effective ones. | (13) |
| T | F | 10. It is clear how the skills being learned will help EM to be good soldiers. | (14) |
| T | F | 11. This unit is very strict about EM following the daily schedule. | (15) |
| T | F | 12. EM tell each other about their personal problems. | (16) |
| T | F | 13. A lot of EM just seem to be "putting in their time" without really working. | (17) |
| T | F | 14. EM know when the commander will be inspecting the unit. | (18) |
| T | F | 15. The EM have almost no say in the running of their facilities. | (19) |
| T | F | 16. The EM perform details without being prodded. | (20) |
| T | F | 17. The officers have very little time to encourage EM. | (21) |
| T | F | 18. The unit commander very seldom gives article 15's. | (22) |
| T | F | 19. EM's activities are carefully planned. | (23) |

- T F 20. EM are proud of this unit. (24)
- T F 21. EM in this unit gripe a lot. (25)
- T F 22. The NCOs and officers try new ways of running this unit. (26)
- T F 23. Things are sometimes very disorganized around here. (27)
- T F 24. The NCOs and officers act on EM's suggestions. (28)
- T F 25. A person's differences are respected in this unit. (29)
- T F 26. The NCOs and officers know what the EM want. (30)
- T F 27. Sometimes EM are uncertain as to who is really running the unit. (31)
- T F 28. The EM's facilities are not as neat as they should be. (32)
- T F 29. Personal problems are openly talked about. (33)
- T F 30. Men in this unit seem bored most of the time. (34)
- T F 31. NCOs and officers argue on how to run the unit. (35)
- T F 32. The work here is repetitious and boring. (36)
- T F 33. If an EM breaks a rule, he clearly knows what will happen to him. (37)
- T F 34. Being in this unit helps a man to live up to his potential. (38)
- T F 35. Very few EM have any responsibility in this unit. (39)
- T F 36. In this unit, EM can talk freely with their NCOs. (40)
- T F 37. NCOs spend very little time talking with EM. (41)
- T F 38. This is a very well organized unit. (42)
- T F 39. Discussions in the unit area are pretty interesting. (43)
- T F 40. EM often criticize or joke about their NCOs or officers. (44)
- T F 41. There is frequent turnover of NCOs and officers in this unit. (45)
- T F 42. People are always changing their minds here. (46)
- T F 43. The unit is strict about EM leaving the unit area without saying where they're going. (47)
- T F 44. In this unit, it's hard to tell how EM are feeling. (48)

T	F	45. EM are told how their work or training will help them in the future.	(49)
T	F	46. EM who break minor unit regulations are punished for it.	(50)
T	F	47. EM often do things together during off-duty hours.	(51)
T	F	48. Nobody ever volunteers around here.	(52)
T	F	49. It's o.k. to act a little different around here.	(53)
T	F	50. Officers sometimes don't show up when they're supposed to.	(54)
T	F	51. There is very little sharing of things among the men.	(55)
T	F	52. EM are pretty busy all of the time.	(56)
T	F	53. Activities on some days are quite different than on others.	(57)
T	F	54. EM never know when they will be transferred from this unit.	(58)
T	F	55. Men feel more capable now than when they first entered the unit.	(59)
T	F	56. EM are expected to take leadership in the unit.	(60)
T	F	57. EM tend to hide their feelings from the NCOs and officers.	(61)
T	F	58. Each EM is treated differently in this unit, depending upon his problems.	(62)
T	F	59. EM are encouraged to learn new ways to do things.	(63)
T	F	60. Obeying rules in this unit seems to be more important than getting the work done.	(64)
T	F	61. NCOs and officers help new men to get oriented to the unit.	(65)
T	F	62. The Day Room is often messy.	(66)
T	F	63. EM don't do anything around here unless they are ordered to.	(67)
T	F	64. NCOs tell EM when they do a good job.	(68)
T	F	65. NCOs are constantly checking on the men and supervise them very closely.	(69)
T	F	66. EM are rarely kept waiting when they ask to see their NCOs and officers.	(70)
T	F	67. It takes a long time for EM to get to know one another in this unit.	(71)
T	F	68. The NCOs and officers set the example for neatness and orderliness.	(72)

- T F 69. It's not safe for EM to discuss their personal problems around here. (73)
- T F 70. EM here really try to improve and learn. (74)
- T F 71. NCOs sometimes argue among themselves. (75)
- T F 72. Unit rules and policies are constantly changing. (76)
- T F 73. EM are encouraged to think and act for themselves. (77)
- T F 74. NCOs and officers go out of their way to help EM. (78)
- T F 75. EM around here care about each other. (79)
- T F 76. NCOs encourage EM to talk about their work problems. (80)
- T F 77. Fighting among EM almost always results in punishment. (81)
- T F 78. Men are ridiculed in front of others. (82)
- T F 79. Regulations in the unit are clearly understood by the EM. (83)
- T F 80. NCOs and officers discourage criticism. (84)
- T F 81. NCOs get chewed out in front of their men. (85)
- T F 82. Hours of work are very irregular. (86)
- T F 83. EM individual talents are recognized. (87)
- T F 84. Officers and NCOs expect too much of the men. (88)

Using the following seven point scales, rate your unit on the following two questions. Circle the number that represents your feelings for each of the statements.

85. How much morale is there in your unit? (circle one) (89)

- | | |
|--------------------------|-------------------------|
| 1 extremely high morale | 5 moderately low morale |
| 2 high morale | 6 low morale |
| 3 moderately high morale | 7 extremely low morale |
| 4 average morale | |

86. How much organization/disorganization is there in your unit? (circle one) (90)

- | | |
|---------------------------------|---------------------------|
| 1 extremely well organized | 5 moderately disorganized |
| 2 high level of organization | 6 very disorganized |
| 3 moderately well organized | 7 extremely disorganized |
| 4 average level of organization | |

To Whom It May Concern:

These two questionnaires are designed to learn about your attitudes toward your unit. The purpose is to allow every individual to contribute to an accurate picture of the unit.

ALL ANSWERS ARE CONSIDERED CONFIDENTIAL. The completed questionnaire will be processed by computer and the results summarized in statistical form for each unit. Your individual responses will remain strictly confidential since they will be combined with those of many other people. Any background information that you list will be used to sort people into large groups and will not be used to identify you personally. The answers will be used to try to help improve the social climate in your unit.

THANK YOU VERY MUCH FOR YOUR COOPERATION IN TELLING US ABOUT YOUR UNIT

GENERAL INSTRUCTIONS

1. There are no right or wrong answers. Each of your opinions is important.
2. For the first survey, place the answers to the statements in the booklet as appropriate.
3. For the second survey, just circle the answer on the sheets.
4. There is no time limit, so you can take as long as you want.

C O N F I D E N T I A L I T Y S T A T E M E N T

1. PRESCRIBING DIRECTIVE: HSC Reg. 10-1, Chapter 17.
2. TITLE: Unit Climate Survey (Military Company Environment Inventory and the Unit Questionnaire for Soldiers and Junior Leaders)
3. AUTHORITY: As exempted from AR 40-38 (Clinical Investigation Program)
4. PRINCIPAL PURPOSES: The data collected with the attached forms are to be used for study purposes and to provide unit personnel group trends in order to improve the military/social climates in each unit.
5. ROUTINE USES:
 - a. The first experimental personnel data collection form was developed by a researcher through an Army grant and the second experimental form was developed for use in an allied army.
 - b. This is a special project with the Health Care Studies and Clinical Investigation Activity pursuant to its study mission prescribed in Health Services Command Regulations.
 - c. The unit commander is responsible for providing full confidentiality of the responses in processing and using this data.
 - d. Your name is not requested nor will your Social Security Number be obtained. THIS IS A COMPLETELY ANONYMOUS QUESTIONNAIRE.
6. MANDATORY OR VOLUNTARY DISCLOSURE: "YOUR PARTICIPATION IN THIS RESEARCH IS STRICTLY VOLUNTARY."
 - a. Individuals are encouraged to provide complete and accurate information in the interests of the research, but there will be no effect on individuals for not providing all or any part of the information.
 - b. This notice may be detached from the rest of the form and retained by the individual if so desired.
 - c. You may decline to participate and this will not affect your status in the unit, rotation assignments, nor will any disciplinary action be taken.

APPENDIX B
DESCRIPTIVE STATISTICS FOR SCALE ITEMS

DESCRIPTIVE STATISTICS FOR SCALE ITEMS
FOR ALL RESPONDENTS

Scale 1	Content	Mean Score		STATISTICS		
		UNIT		F	df	p
		149	36			
1	Level of morale in unit	3.0	2.5	5.19	1/88	.025
2	Unit's readiness for combat	3.5	2.9	5.25	1/88	.024
3	Unit's major weapon equipment system	2.0	2.2	0.50	1/86	ns
4	Friend's readiness to fight	2.8	2.3	3.83	1/88	ns
5A	Confidence in unit commander	2.7	2.3	1.40	1/88	ns
5B	Confidence in unit leader	2.7	2.5	0.51	1/87	ns
5C	Confidence in crew/squad/team members	2.5	2.6	0.06	1/86	ns
5D	Confidence in yourself	2.0	2.1	0.20	1/87	ns
6A	Confidence in division commander	2.7	2.8	0.03	1/83	ns
6B	Confidence in batallion commander	2.7	2.8	0.03	1/82	ns
6C	Confidence in brigade commander	2.8	2.6	0.16	1/82	ns
6D	Confidence in corps commander	2.8	2.9	0.15	1/81	ns
6E	Confidence in Army general staff	2.7	2.9	0.16	1/82	ns
7	Time spent on useful training	2.6	2.5	0.64	1/88	ns
8A	Familiar w unit gen def plan terrain	3.6	3.2	1.71	1/86	ns
8B	Familiar w unit gen def plan loc friendly	3.7	3.4	1.10	1/86	ns
8C	Familiar w unit gen def plan loc enemy	3.8	3.4	1.83	1/86	ns
8D	Familiar w unit gen def plan expctd missns	3.6	2.8	5.93	1/87	.016
9	Confidence in unit's self defense weapons	3.4	3.1	0.98	1/86	ns
10	Confidence in unit's major equipment system	2.8	3.0	0.25	1/88	ns
11	Own skills and abilities as a soldier	2.1	2.2	0.45	1/88	ns
11A	Rate self as a soldier	2.0	2.4	3.26	1/88	ns
12	Rate Warsaw-Pact soldiers	2.8	2.9	0.13	1/85	ns
13	Unit togetherness member relationships	2.8	2.1	9.57	1/88	.002
14	Officer-men relationships	2.1	1.6	4.95	1/88	.028
15	Probability unit be in combat next year	3.8	3.6	0.30	1/88	ns
16	Worry about going into combat	3.5	3.5	0.05	1/88	ns
17	How often soldiers talk about worries	3.7	3.6	0.02	1/88	ns
18	How often leaders talk about war time issues	3.7	3.2	6.56	1/88	.012
19	Stress because of separation from family	2.7	2.7	0.00	1/88	ns
20	Contribution you make to security of US	2.5	2.3	0.30	1/88	ns
21	Level of personal morale	2.3	2.3	0.04	1/88	ns

Scale 2	Content	Mean Score		STATISTICS		
		UNIT 149	36	F	df	p
1	NCOs not harsh when give orders	.8	.6	2.99	1/87	ns
2	Hard to get EMs together off duty	.5	.1	10.39	1/86	.001
3	Unit gives passes easily	.3	.4	0.53	1/82	ns
4	EMs do not talk about past	.4	.1	3.62	1/85	ns
5	EMs put lots of energy into what doing	.6	.8	2.29	1/87	ns
6	Lots of interesting things go on in unit	.4	.7	4.85	1/87	.030
7	EM never know when officer ask to see them	.7	.3	10.69	1/83	.001
8	EM tend to hide their feelings	.3	.2	0.83	1/86	ns
9	More effective EM help the less effective ones	.6	.4	3.19	1/86	ns
10	Skills being learned will help EM	.6	.8	4.45	1/87	.037
11	Unit strict about EM following daily schedule	.5	.5	0.18	1/86	ns
12	EM tell each other about personal problems	.4	.6	3.25	1/84	ns
13	EM just putting in time without working	.5	.3	2.89	1/86	ns
14	EM know when commander will inspect unit	.3	.6	4.09	1/87	.046
15	EM have no say in running of facilities	.5	.2	3.89	1/87	ns
16	EM perform details without being prodded	.5	.8	3.60	1/86	ns
17	Officers have little time to encourage EMs	.5	.4	1.66	1/85	ns
18	Unit commander seldom gives article 15's	.7	.7	0.00	1/85	ns
19	EM activities are carefully planned	.4	.7	3.89	1/87	ns
20	EM proud of unit	.6	.9	7.50	1/84	.007
21	EM gripe a lot in unit	.1	.6	20.02	1/87	.0001
22	NCOs and officers try new ways of running unit	.7	.6	0.90	1/85	ns
23	Things sometimes are very disorganized	.8	.8	0.52	1/87	ns
24	NCOs and officers act on EMs' suggestions	.3	.3	0.0	1/84	ns
25	Person's differences are respected	.4	.6	2.70	1/87	ns
26	NCOs and officers know what EM want	.3	.4	0.81	1/86	ns
27	Sometimes EM uncertain who running unit	.7	.5	1.65	1/86	ns
28	EM facilities not as neat as should be	.5	.4	0.27	1/84	ns
29	Personal problems are openly talked about	.2	.5	3.00	1/86	ns
30	Men seem bored most of time	.5	.1	10.72	1/85	.001
31	NCOs and officers argue on how to run unit	.4	.1	3.62	1/85	ns
32	Work here is repetitious and boring	.5	.2	2.86	1/84	ns
33	If EM breaks a rule clearly know to expect	.3	.6	2.83	1/85	ns
34	Being in unit helps man live up to potential	.5	.7	1.98	1/83	ns
35	Very few EM have any responsibility in unit	.5	.2	3.06	1/85	ns
36	EM can talk freely with NCOs	.7	.9	3.21	1/85	ns
37	NCOs spend little time talking w EM	.3	.2	1.25	1/85	ns
38	This is a very well organized unit	.5	.3	4.93	1/84	.029
39	Discussions in unit are pretty interesting	.5	.7	2.86	1/84	ns
40	EM often criticize or joke about NCOs	.6	.5	0.01	1/83	ns
41	There is frequent turnover NCOs and officers	.2	.1	0.34	1/85	ns
42	People are always changing their minds here	.6	.5	0.56	1/85	ns
43	Unit strict about EM leaving unit area	.6	.6	0.04	1/85	ns
44	Hard to tell how EM are feeling	.4	.2	2.49	1/84	ns
45	EM told how work/training will help	.5	.6	1.20	1/85	ns
46	EM who break unit regulations are punished	.3	.3	0.00	1/84	ns
47	EM often do things together during offduty	.3	.8	13.28	1/82	.0005
48	Nobody ever volunteers around here	.4	.1	3.62	1/85	ns
49	It's ok to act a little different	.5	.6	1.07	1/84	ns
50	Officers sometimes don't show up when supposed	.6	.4	1.68	1/81	ns
51	There is very little sharing of things	.4	.1	7.36	1/85	.008

Scale 2	Content	Mean Score		STATISTICS		
		UNIT 149	36	F	df	p
52	EM are pretty busy all of the time	.5	.7	2.52	1/84	ns
53	Activities on some days are quite different	.7	.8	1.80	1/85	ns
54	EM never know when they will be transferred	.3	.1	1.38	1/81	ns
55	Men feel more capable now than when entered	.6	1.0	8.98	1/84	.003
56	EM are expected to take leadership in unit	.5	.8	5.97	1/85	.016
57	EM tend to hide feelings from NCOs	.5	.1	6.63	1/83	.018
58	Each EM is treated differently depending	.6	.5	0.11	1/83	ns
59	EM are encouraged to learn new ways	.5	.7	2.19	1/84	ns
60	Obeying rules seems more important than work	.4	.1	5.97	1/85	.016
61	NCOs and officers help new men get oriented	.6	.8	3.90	1/85	ns
62	The day room is often messy	.2	.1	1.25	1/72	ns
63	EM don't do anything unless ordered	.4	.1	4.95	1/85	.028
64	NCOs tell EM when they do a good job	.5	.7	2.73	1/85	ns
65	NCOs constantly checking on men	.5	.3	1.72	1/85	ns
66	EM rarely kept waiting when ask to see NCO	.5	.5	0.15	1/83	ns
67	Takes long time for EM to get to know others	.3	.1	2.86	1/85	ns
68	NCOs and officers set the example for neatness	.4	.7	5.08	1/84	.026
69	Not safe for EM to discuss personal problems	.4	.1	5.38	1/83	.022
70	EM try to improve and learn	.7	.9	3.21	1/85	ns
71	NCOs sometimes argue among themselves	.6	.4	2.25	1/84	ns
72	Unit rules and policies constantly changing	.5	.2	5.81	1/82	.018
73	EM encouraged to think and act for themselves	.6	.9	5.76	1/84	.018
74	NCOs and officers go out of way to help EM	.4	.6	2.72	1/85	ns
75	EM care about each other	.5	.8	5.72	1/85	.019
76	NCOs encourage EM to talk about work problems	.4	.8	8.43	1/85	.004
77	Fighting among EM results in punishment	.4	.3	0.20	1/78	ns
78	Men ridiculed in front of others	.3	.0	8.79	1/85	.003
79	Regulations in unit clearly understood	.4	.6	1.22	1/85	ns
80	NCOs and officers discourage criticism	.4	.5	0.02	1/85	ns
81	NCOs get chewed out in front of men	.1	.0	1.86	1/85	ns
82	Hours of work are very irregular	.3	.4	0.75	1/85	ns
83	EM individual talents are recognized	.5	.7	4.36	1/85	.039
84	Officers and NCOs expect too much of men	.2	.2	0.04	1/85	ns
85	Morale in unit	4.0	2.8	10.97	1/85	.0014
86	Organization/disorganization in unit	4.6	3.9	3.67	1/84	ns